



# *Collective Impact: Leveraging the Power of Partnerships to Improve MCH Outcomes*

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# Shape Up Somerville



<https://www.youtube.com/watch?v=71V12zS7nQU>





# Different Types of Problems

Simple

Bake a Cake

Best Practice

Complicated

Rocket to the  
Moon

Good Practice

Complex

Raise a Child

Emergent

Practice

Traditional approaches are not solving our toughest social issues. We need a different approach with multiple players working together in new ways to solve complex problems.

Leadership  
Quality &  
Action



## Simple, Complicated and Complex Problems

### Following a Recipe

The recipe is essential

Recipes are tested to assure easy replication

No particular expertise is required. But cooking expertise increases success rate

Recipes produce standardized products

The best recipes give good results every time



### Sending a Rocket to the Moon

Formulae are critical and necessary

Sending one rocket increases assurance that the next will be OK

High levels of expertise in a variety of fields are necessary for success

Rockets are similar in critical ways

There is a high degree of certainty of outcome



### Raising a Child

Formulae have a limited application

Raising one child provides experience but no assurance of success with the next

Expertise can contribute but is neither necessary nor sufficient to assure success

Every child is unique and must be understood as an individual

Uncertainty of outcome remains





# An Early Exploration of Collective Community Solutions



Jay Connor  
The Collaboratory for  
Community Change

*Community Visions,  
Community Solutions*





# Focusing on community outcomes:

*We need to change our mindset from activities, strategies and programs to what is the change state we desire for our community.*

## Dynamics of Community Change

- Changed mindset
- Working differently across organizations
- Core supports
- Community held aspiration
- Respect work already in place
- Broad community engagement





# A Collective Impact Approach can be used for Complex Issues

Teen Pregnancy



Health



Education



Homelessness



Community Safety



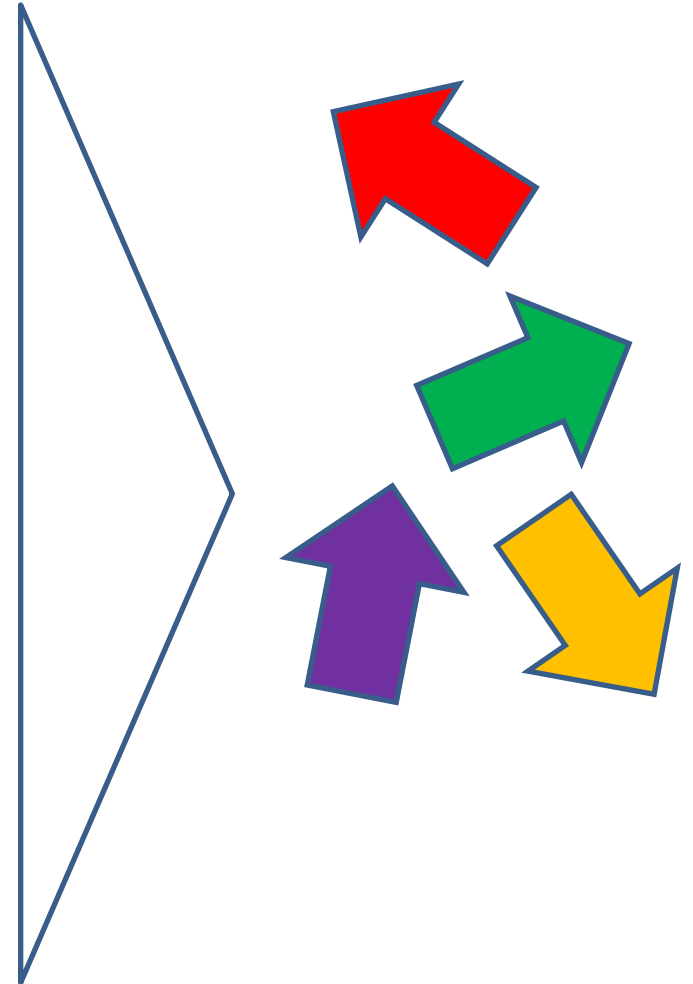
Poverty





# Current State: Isolated Impact

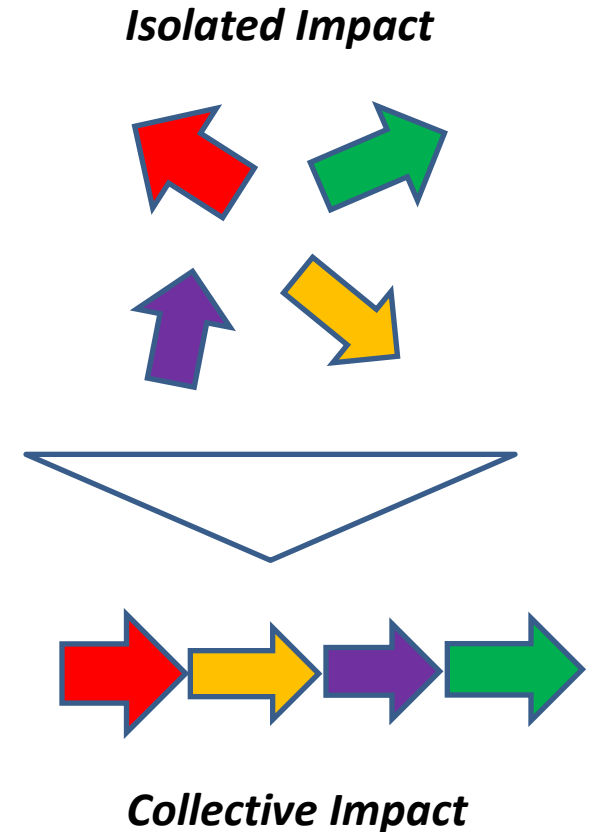
- Funders select **individual grantees**
- Organizations **work separately**
- Evaluation attempts to **isolate** a particular organization's impact
- Large scale change is assumed to depend on **scaling organizations**
- Corporate and government sectors are often **disconnected** from foundations and non-profits.





# Collective Impact

- Funders understand that social problems – and their solutions – arise from multiple interacting factors
- Cross-sector alignment with government, nonprofit, philanthropic and corporate sectors as partners
- Organizations actively coordinating their actions and sharing lessons learned
- All working toward the same goal and measuring the same things





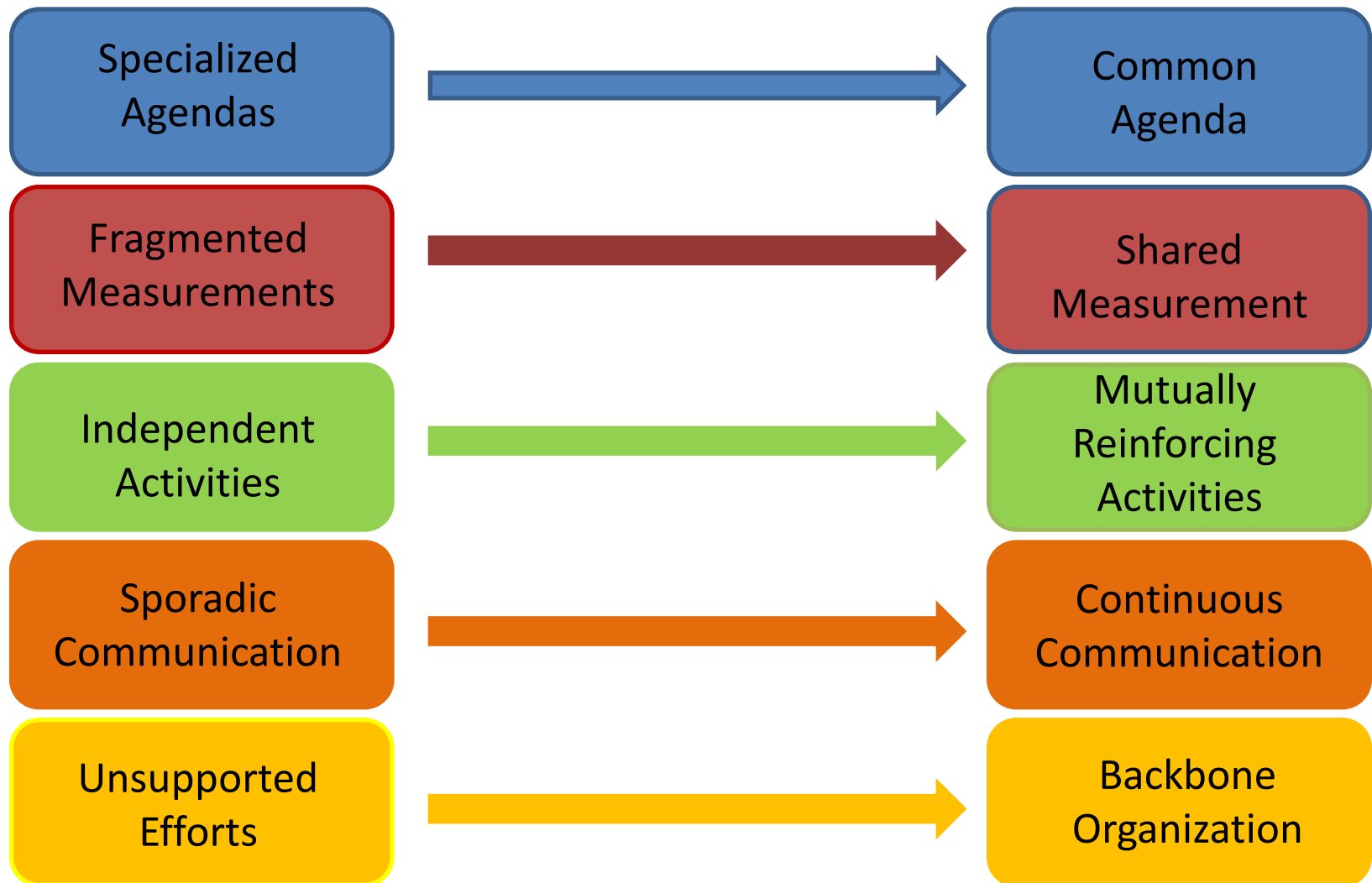
# Preconditions for Collective Impact



- Influential Champion(s)
- Urgency of issue
- Adequate Resources



# Five Conditions for Collective Impact





# Common Agenda

- Define the challenge to be addressed.
- Acknowledge that a collective impact approach is required.
- Establish clear and shared goal(s) for change.
- Identify principles to guide joint work together.



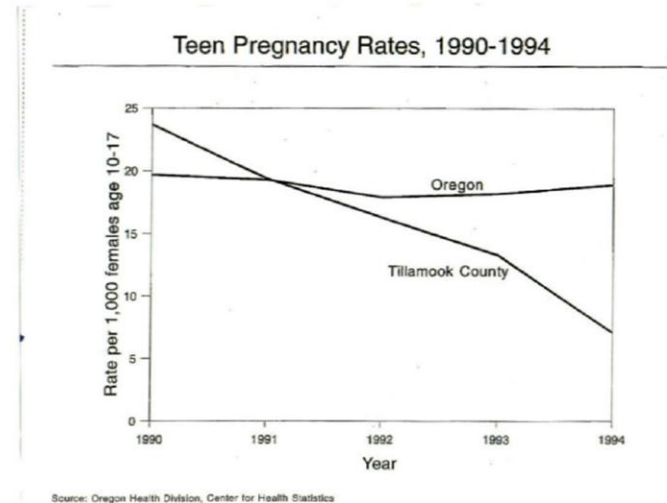


# Communication in Tillamook County, Oregon

## Teen Pregnancy



*According to the Health Department summary, Tillamook county "found that forming partnerships and working together toward a desired result can bring about astounding results. ... Their turn-around was an evolutionary process, with new partners bringing contributions forward at different times."*



## Evolution of the Local Agenda

No Shared Agenda

Reduce Teenagers Giving Birth

Reduce Teenagers Getting Pregnant



# Tillamook County Success Strategies



- Community leaders got everyone involved in a community wide strategy to change the condition
- Got everyone to acknowledge the problem and do something about it
- Mutually reinforcing actions: schools, churches, health department, YMCA, community college, general hospital, women's crisis centre, family counselling centre, child care centre





# Common Agenda



What makes the difference between a good movie and a bad movie?

“Getting everyone involved to make the ***same*** movie!”

- Francis Ford Coppola





# Shared Measurement

- Identify key measures that capture critical outcomes.
- Establish systems for gathering and analyzing measures.
- Create opportunities for “making-sense” of changes in indicators.





# Collaboration in Cincinnati

## Educational Achievement



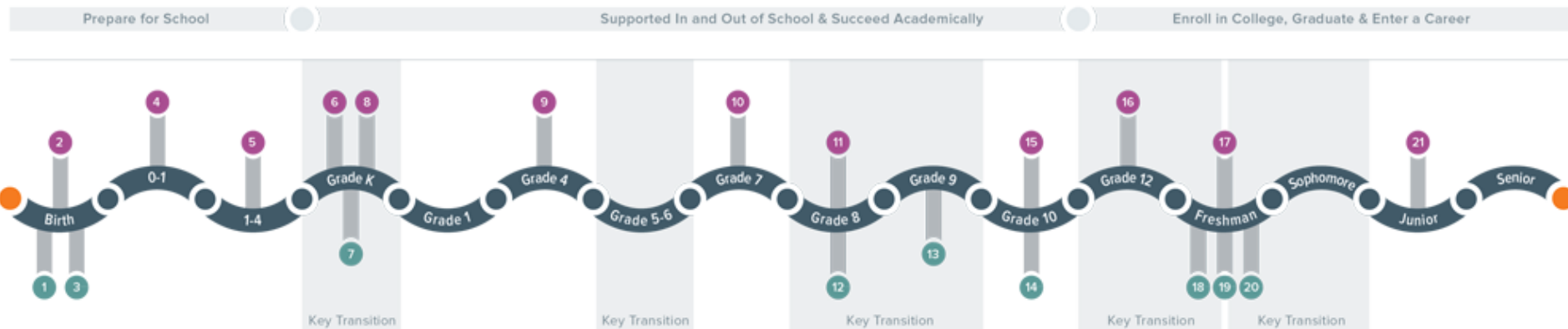
## Homelessness



## STRIVE in Cincinnati

- Over three hundred educational organizations, human service groups, government agencies and philanthropies and private businesses.
- Shared agreement on 15 key milestones and 72 measures along a student road-map of success.
- A strong back-bone organization supporting a variety of “networks” supporting each key milestone.
- Measureable progress in most key indicators in recent years.





# Strive Framework for Building a Cradle to Career Civic Infrastructure

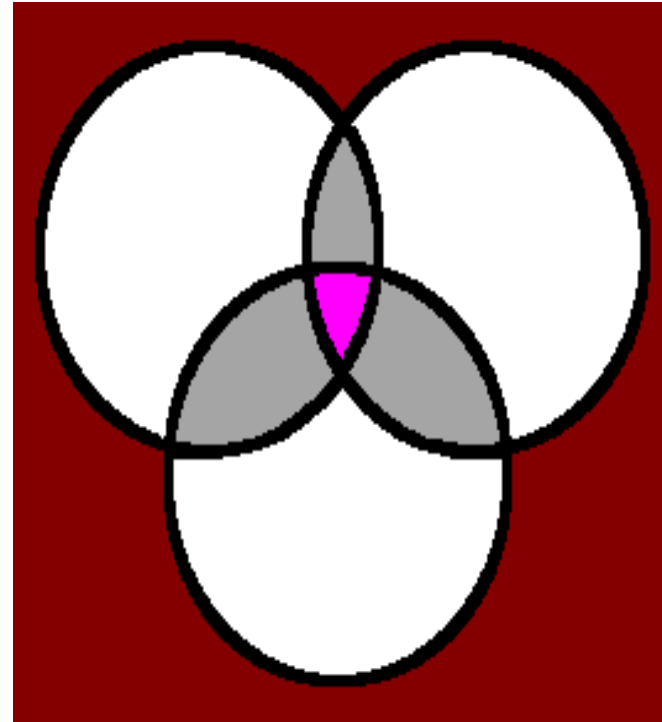
Every child. Cradle to career.





# Mutually Reinforcing Activities

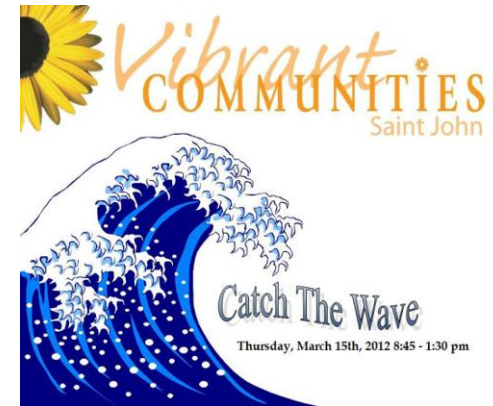
- Agreement on key outcomes.
- Orchestration and specialization.
- Complementary – sometimes “joined up” - strategies to achieve outcomes.





# Coordination in Saint John

## Poverty



- Housing
- Transportation
- Education to Employment
- Early Childhood Development
- Workforce Development
- Neighborhood Renewal

## WHAT'S BEING ACCOMPLISHED? Declining Poverty





# Continuous Communication

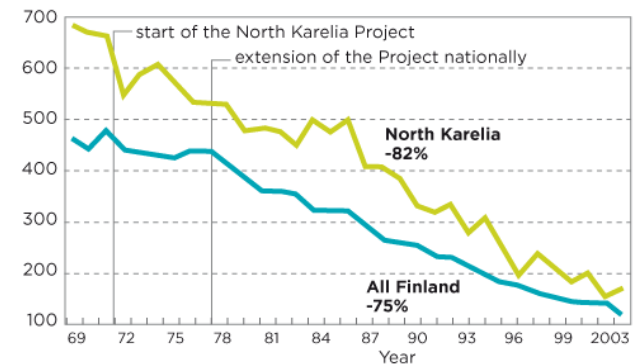
- Create formal and informal measures for keeping people informed
- Communication is open and reflect a diversity of styles
- Difficult issues are surfaced, discussed and addressed





# Cooperation in Karelia, Finland

## Heart Disease



Common Agenda: reduce heart disease.

Focus on measuring & reducing a variety of key risk factors (e.g. high fat food diet, smoking, etc.)

Emphasis on mutually reinforcing strategies with multisectoral actors (e.g. changing farming practices, media profile, trade policy around production and consumption of dairy products).

Backbone support provided by regional health authority.

*Close collaboration with a range of organizations has been an essential element of success.*

Diabetes Voice. May 2008. Volume 53. Special Issue.



# In and Out Communication





# Backbone Organization(s)

- Guide vision & strategy
  - Support aligned activities
  - Established shared measurements
  - Build public will
  - Advance policy
  - Mobilize funding
- *Like a manager at a construction site who attends to the whole building while carpenters, plumbers and electricians come and go, the support staff keep the collaborative process moving along, even as the participants may change.*



Jay Conner. 2004.  
*Community Visions, Community  
Solutions: Grantmaking for  
Comprehensive Impact*



# Vibrant Communities Canada – A Backbone Organization







# Vibrant Canada Supports

## Learning Community

- Virtual and Face to Face Meetings
- Web-based tools and promotion
- Dissemination of Learning across Tamarack

## Documenting the Stories

A Focus on Policy Implications and Impact

Common Evaluation Framework





# The Collaboration Continuum

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (e.g. networking).	As needed, often informal, interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals; shared decision-makers and resources.	Fully integrated programs, planning, funding.





# Multiple Roles





# Multiple Roles



Organizations can get involved in collective impact initiatives as a leader, a follower, a member – and just like a jazz band – their role can change over time.







# Collective Impact